



The Effect of Human Resource Management Practices on Job Involvement in Selected Private Companies in Jordan

LES EFFETS DE LA PRATIQUE DU MANAGEMENT DES RESSOURCE HUMAINE SUR LA RESOLUTION DU TRAVAIL SELECTIONNE DES ENTREPRISE PRIVEE EN JORDANIE

Bandar Abutayeh^{1,*}; Manar Al-Qatawneh¹

¹ Assistant Professors, Department of Business Administration and Marketing, Faculty of Planning and Management, Al-Balqa Applied University, Jordan.

*Corresponding author.

Received 1 January 2012; accepted 15 April 2012

Abstract

Research on Human Resource Practices within an Arabic context is limited. This research aims to examine the effect of Human Resource Practices on job involvement in an Arabic country namely; Jordan. Six of the major Human Resource Practices are included in this research, namely: job analysis, selection, training, performance appraisal, compensation, and career management. We administered surveys to 15 companies in Jordan and acquired a sample of 272 valid cases. Results show that all Human Resource Practices have a positive effect on job involvement. When considering job involvement, selection exhibits the highest effect whereas training has the lowest effect. Implications of the results are discussed and directions for future research are suggested.

Key words: Human resource management; Human resource practices; Job involvement; Jordan

Résumé

La recherche sur les pratiques de management des ressources humaines dans un contexte arabe est limitée. Cette recherche vise à examiner l'effet des pratiques de ressources humaines sur l'implication des emplois à savoir dans un pays arabe, la Jordanie. Six des principales pratiques de ressources humaines sont inclus dans cette recherche, à savoir: l'analyse des emplois, la sélection, la formation, l'évaluation de la performance, la rémunération et la gestion de carrière. Nous avons administré à 15 enquêtes entreprises en Jordanie et en a acquis un échantillon de 272 cas valides. Les résultats montrent que tous les Pratiques de ressources humaines ont un effet positif sur l'engagement professionnel. Lors de l'examen

implication au travail, la sélection présente les plus grands effets tandis que la formation a le plus faible effet. Les implications des résultats sont discutés et les orientations de recherches futures sont suggérées.

Mots clés: Management des ressources humaines; Pratiques de ressources humaines; Résolution de travail; La Jordanie

Bandar Abutayeh, Manar Al-Qatawneh (2012). The Effect of Human Resource Management Practices on Job Involvement in Selected Private Companies in Jordan. *Canadian Social Science*, 8(2), 50-57. Available from URL: <http://www.cscanada.net/index.php/css/article/view/j.css.1923669720120802.2256> DOI: <http://dx.doi.org/10.3968/j.css.1923669720120802.2256>

INTRODUCTION

Today's organizations operate in a very difficult environment due to financial crises, technology changes, competition, and globalizations. Dessler (2011) points out those organizations depend on their Human Resource managers to display the required competencies to help organizations address these challenges proactively. This can be achieved through human resource management practices that add values to organizations while making employees an important source of competitive advantage. Therefore, Human Resource Management practices should motivate and manage employees to exhibit the required skills and behaviour that contribute to the fulfilment of organizational goals.

According to Dessler (2011) human resource management (HRM) "is the process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety, and fairness concerns" (p.30). It is widely accepted that human resources are the greatest asset of any organization. For Maund (2001), employees are the dominant factor that

leads to the success or failure of today's market.

There is a large human resource management (HRM) literature that examines the impact of human resource practices on individual behavior and attitudes and organizational performance (Thach & Kidwell, 2009; Vlachos, 2008; Shanshi Shanshi, Chow & Gang, 2007). A main objective of this research is to provide new empirical evidence for the impact of HRM practices on job involvement.

Although there is consensus that Human Resource Management practices are related to organizations and individual achievement, there have only recently been empirical attempts to investigate their relation to organizations and individuals outcomes in the Arabic context (Faten, Al-Husan & James, 2008; Moideenkutty, Al-Lamki & Murthy, 2011). However, empirical evidence is lacking for the relationship between human resource practices and job involvement. This research adds to the empirical literature regarding the effects of HRM practices, in particular the impacts on job involvement within private companies in Jordan.

The following section reviews the relevant literature on human resource management practices, job involvement, and relationships between HRM practices and job involvement. A discussion of the methodology employed in this research follows. The final two sections analyze the findings and the implications of the study and incorporate suggestions for future research.

HUMAN RESOURCE MANAGEMENT PRACTICES

The existing literature reveals different approaches for studying Human Resource practices (McDaniel, 2004; Thach & Kidwell, 2009; Shanshi *et al.*, 2007; Vlachos, 2008); the current study, on the basis of this literature, developed a model that includes the following main HRM: job analysis, selection, training, performance appraisal, compensation, and career management.

Job analysis refers to the determination of the duties and skills of a position (job description) and to the type of employee needed (job specification) to fill this position (Kim & Lee, 2011). Job analysis provides vital information that helps managers to make decisions related to important HRM practices such as selection, training, compensation, and performance appraisal (Dessler, 2011).

In *selection*, the HR manager decides which positions to fill, identifies viable candidates and selects them (Kwiatkowski, 2003). This practice is very important for two reasons. First, the performance of the organization depends on the performance of the selected employees. Hiring employees with the required skills and behavior will increase the performance of the organization. Secondly, selecting appropriate subordinates will decrease the cost and time of training new employees.

Good selection practice creates profits (Schuster, 1986), increases productivity and reduces turnover (Huselid, 1995).

Training aims to provide current and new employees with the basic skills and behavior they need to perform their tasks effectively (Abdul Aziz & Ahmad, 2011). Training provides new employees with the required information to function effectively and to feel that they are part of the organization. Selecting the best employees doesn't guarantee they will succeed. They still need to know what managers want them to do and how to do it; this can be achieved through training. Training programs increase productivity and reduce turnover (Koch & McGrath, 1996).

The process of *performance appraisal* involves evaluating employees' performance according to performance standards (Palaiologos, Papazekos & Panayotopoulou, 2011). It compares the current/ past performance of employees to required standards, in order to eliminate deficiencies in performance. Performance appraisal can be used to improve current performance, increase motivation, and identify training needs (Torrington & Hall, 1998). Research suggests that performance appraisal is positively related to organizational performance and profitability (Thach & Kidwell, 2009; Shanshi *et al.*, 2007).

Compensation denotes any financial and nonfinancial reward given to employees as a result of their employment in an organization such as wages, salaries, incentives, and insurance (Li & Qian, 2011). Some of these payments are given as a reward to employees whose production exceeded predetermined standards. Compensation enhances organizational performance (Vlachos, 2008; Cardon & Stevens, 2004).

Career management refers to the process of assisting employees to understand and develop their skills and interests to manage their careers (Yeo & Li, 2011). It entails a constant process through which employees become aware of their skills and knowledge and make plans to achieve their goals in organization. Findings in the literature prove that career management is associated with work related attitudes and behavior (Herriot, Gibbons, Pemberton & Jackson 1998; Pazy, 1994).

JOB INVOLVEMENT

Job involvement is a major attitude which refers to the psychological identification an employee has with his or her job (Kanungo, 1982). It reflects the importance of a job in an employee's life. Employees with a high level of job involvement pay great attention to the tasks they do in organizations (Elias & Mittal, 2011,) and consider their job central to their life. They feel that their jobs represent a hallmark of their life, and many of their interests and personal life goals are related to their jobs (Kanungo, 1982), therefore, employees who are highly involved in

their job perceive their success at work as an indication of self-worth and success in life as a whole. On the other hand, those with a low level of job involvement feel that their life is separated from their job and that other things are much important than their job (Elias & Mittal, 2011; Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010). For those employees, their job is only a small part of their life.

Job involvement receives attention from researchers because of its positive relationships with work attitudes and behaviours. Griffin *et al.* (2010) found that those who have a high degree of job involvement are more likely to feel emotionally drained and used up by the job. Job involvement has been found to enhance organizational citizenship behaviour and performance and is negatively related to absences and turnover (Kuruu'zu'm, Cetin, & Irmak, 2009; Rotembergy & Moberg, 2007; Teh & Sun, 2012).

THE RELATIONSHIP BETWEEN HRM PRACTICES AND JOB INVOLVEMENT

A significant body of research has demonstrated that HRM practices are positively related to attitudes and behavior in organizations (Chang, Gong & Shum, 2011; Kalton & Budhwar, 2010). Many studies indicate that HRM practices increase organizational performance and productivity (Thach & Kidwell, 2009; Huselid, 1995; Arthur, 1994; Bjorkman & Xiucheng, 2002; Boselie, Paauwe & Jansen, 2001). Research also points out that HRM practices are positively related to work related attitudes (Boselie & Wiele, 2002; Edgar & Geare, 2005). The focus of the current study is on the relationship of job involvement with HR practices, and therefore; a review of related literature that link these two concepts will be presented and research hypotheses will be developed.

Wenxia & Li (2008) examined the relationship between organizational career management (OCM) and job involvement among 192 employees working in five different firms. They found that career management was positively related to job involvement. Furthermore, they found that the four dimensions of OCM, (promotion equity, focus on training, career development, and career information offering) also had significant positive relationships with job involvement. Among OCM dimensions, promotion equity had the highest correlation with job involvement, whereas focus on training had the lowest correlation with job involvement.

Latham & Leddy (1987) examined the impact of three sources of recruitment (employee referral, newspaper advertisement, and walk-in) on job involvement, job satisfaction, and organizational commitment. Data obtained from 68 employees from Oldsmobile dealerships revealed that the source of recruitment affects job involvement, job satisfaction,

and organizational commitment. Moreover, they found that employees recruited by means of employee referrals reported significantly higher levels of job involvement, job satisfaction, and organizational commitment than employees recruited through newspapers or as a walk-in.

Wending *et al.* (2008) investigated how the three aspects of job analysis (job skills importance rating and job skills level rating) affect job satisfaction, affective commitment and job involvement. Data obtained from 272 employees from different organizations in China revealed that job satisfaction, affective commitment, and job involvement were related to job analysis in the context of job skills importance rating and job skills level rating. With regard to job involvement, they concluded that the more involved employees become in jobs, the more important they regard organizational skills and cognitive skills in the job. Further, employees who are more involved in their job tend to display a higher level of job skills.

Boon, Arumugam, Safa, & Baker (2007) examined the impact of eight elements of HRM and Total Quality Management (TQM) on job involvement in six major Malaysian organizations who were contracted to manufacture semiconductors. The study sample consisted of 377 employees. The findings revealed that reward and recognition, communication, team work, empowerment, and customer focus were positively associated with job involvement.

On the basis of the previous research, the following hypotheses are proposed:

Hypothesis 1: Job analysis is positively related to job involvement.

Hypothesis 2: Selection is positively related to job involvement.

Hypothesis 3: Training is positively related to job involvement.

Hypothesis 4: Performance appraisal is positively related to job involvement.

Hypothesis 5: Compensation is positively related to job involvement.

Hypothesis 6: Career management is positively related to job involvement.

METHODOLOGY AND MEASURES

Sample and Procedures

The study population comprised twenty business organizations located in Amman, the capital of Jordan. These included banking, health services, manufacturing, food, accounting firms, insurance, and telecommunication organizations. Questionnaires were delivered by the research teams to a contact person (usually the Human Resource Manager) at each of the selected firms. Each contact was asked to distribute them randomly to the participants. A total of 461 questionnaires were distributed

with all participants assured that confidentiality would be upheld. Of the 461 questionnaires distributed, 284 were returned (a response rate of 61.6%). Twelve questionnaires were discarded for the statistical analysis due to missing data, leaving a total of 272 usable questionnaires, which represents a final response rate of 59%. Table (1) shows the respondents characteristics.

Measurement

The measurement of this study was developed by revising a wide range of the literature related to HRM practices and job involvement.

Following the approach of Bae & Lawler, 2000; Collins & Smith, 2006; and Snell & Dean, 1992, a composite measure of HRM practices was used. This measure was comprised of six components: job analysis,

selection, training, performance appraisal, compensation, and career management. Job analysis was measured by four items, selection by six items, training by six items, performance appraisal by five items, compensation by six items and career management by four items. The responses to these items ranged from strongly disagree (1) to strongly agree (5). The reliability of the selected HRM practices measure was 0.952.

Job involvement was measured using a scale developed by Kanungo (1982). This measure has been widely used in many studies and in different settings. Six items were adapted and modified from this scale. The responses to these items ranged from strongly disagree (1) to strongly agree (5). The reliability of the job involvement measure was 0.742.

Table 1
Descriptive Statistics of Demographic Variables

Category	Frequency	Percent
Gender Male	162	59.6
Female	110	40.4
Education diploma and secondary	65	23.9
Bachelor level	148	54.4
High (master or PhD) level	59	21.7
Age 20-29 years	110	40.4
30-39 years	107	39.3
40-50 years	47	17.3
More than 50 years	8	3
Job Level manager	18	6.6
Head of division	23	8.5
Subordinate	231	84.9
Length of Tenure less than 4 years	116	42.6
4-8 years	87	32
More than 8 years	69	25.4

Of the respondents, 59.6 % were male, and 40.4 % were female. 23.9 % had either a diploma or a secondary certificate, 54.5 % had bachelor degree and 21.7 % had either masters or PhD. 79.7 % were aged 30-39 years, 17.3 % were aged 40 - 50 years, and 3% were more than 50 years.

84.9 % of the respondents held non-supervisory positions (subordinates), 8.4 % were head of the division they worked in, and 6.6 % of the respondents were at a managerial level manager.

42.6 % of the respondents had less than 4 years tenure with their present employer, for 32 % had 4-8 years, and 25.4% had more than 8 years tenure.

RESULTS

Table 2 below depicts means, standard deviation, and

correlations for the study variables. The mean and standard deviation of job analysis is 3.45 and 0.60 respectively. The mean and standard deviation for selection is 3.55 and 0.50 respectively. The mean and standard deviation for training is 4.01 and 0.57 respectively. The mean and standard deviation for performance appraisal is 3.56 and 0.59 respectively. The mean and standard deviation for compensation is 3.54 and 0.65 respectively. The mean and standard deviation for career management is 3.22 and 0.58 respectively. Finally, the mean and standard deviation of job involvement is 3.24 and 0.71 respectively. All the means of the variables included in this study are above the mid-point, except for training (M = 4.01). The Cronbach alpha values are (0.84) for job analysis, (0.88) for selection, (0.94) for training, (0.81) for performance appraisal, (0.77) for compensation, (0.72) for career management, and (0.74), for job involvement, all of which

are acceptable (Hair, Babin, Money & Samouel, 2003).

Table 2
Means, Standard Deviations, Correlations, and Cronbach Alphas for Research Variables

Variables	Mean	SD	1	2	3	4	5	6	7
1- Job Analysis	3.45	0.60	(.84)						
2- Selection	3.55	0.50	.58**	(.88)					
3- Training	4.01	0.57	.59**	.73**	(.94)				
4- Performance Appraisal	3.56	0.59	.85**	.69**	.71**	(.81)			
5-Compensation	3.54	0.65	.76**	.58**	.71**	.85**	(.77)		
6- Career Management	3.22	0.58	.71**	.58**	.52**	.67**	.79**	(.72)	
7-Job Involvement	3.24	0.71	.69**	.77**	.68**	.66**	.72**	.73**	(.74)

*correlation is significant at the 0,05 level

**correlation is significant at the 0,01 level

The Pearson correlation shows strong positive correlations between job involvement and all HRM practices included in this study. Among these practices, selection had the largest correlation with job involvement ($r = 0.77$). Compensation system and career management scored at ($r = .72$ and $.73$). Job analysis, training, and

performance appraisal scored at ($r = .69$, $.68$, and $.66$). All of the HRM practices also significantly correlated with each other.

TEST OF HYPOTHESES

Table 3
Results of Multiple Regression Analysis for the Effect of HRM Practices on Job Involvement

Independent Variables HRM Practices	Dependent Variable (Job Involvement)	
	t-value	Sig.
Job Analysis	4.620	.000
Selection	7.083	.000
Training	2.823	.005
Performance Appraisal	4.406	.000
Compensation	3.610	.000
Career Management	3.428	.001
R. 0.848		
R ² .719		
F. Value	113.064	.000

Table 3 presents the results of regression analyses that tested Hypotheses 1-6. Results in Table 3 show that HRM practices increased job involvement ($F = 113.046$, $p = .000$). The significant correlation ($r = 0.848$) of HRM practices explains (R^2) 71.9% of variance in job involvement which demonstrates the strong effect of these practices.

Hypothesis 1 predicted that job analysis would positively affect job involvement. As predicted, results in table 3 support this hypothesis, revealing a significant and positive effect of job analyses on job involvement ($t = 4.62$, $p = 0.05$). Hypothesis 2 stated that selection would positively affect job involvement. Results in table 3 support this hypothesis. Selection has a significant positive effect on job involvement ($T = 7.083$, $p = .000$),

suggesting a strong relationship between selection and job involvement.

Hypothesis 3 predicted that training would positively affect job involvement. Results in table 3 support this hypothesis. Training has a significant positive effect on job involvement ($T = 2.823$, $p = .005$), suggesting a strong relationship between training and job involvement.

Table 3 also reveals the significant effect of performance appraisal on job involvement, which supports Hypothesis 4. Performance appraisal has a significant positive effect on job involvement ($T = 4.406$, $p = .000$), also suggesting a strong relationship between performance appraisal and job involvement.

Hypothesis 5 predicted that compensation would positively affect job involvement. Results in Table 3

support this hypothesis. Compensation has a significant positive effect on job involvement ($T = 3.61$, $p = .05$), suggesting a strong relationship between compensation and job involvement.

Table 3 also reveals the significant effect of career management on job involvement, which supports Hypothesis 6. Career management has a significant positive effect on job involvement ($T = 3.428$, $p < .05$), again suggesting a strong relationship between career management and job involvement.

DISCUSSION

This study examined the impact of the HRM practices on job involvement in business organizations in Amman, the capital of Jordan. Specifically, it predicted that HRM practices of job analysis, training, performance appraisal, compensation, and career management would positively affect job involvement. The results supported these predictions. Selection of staff exhibited the largest effect on job involvement. These findings are consistent with previous research (Wenxia & Li, 2008; Latham & Leddy, 1987; Wending *et al.*, 2008; Boon *et al.*, 2007).

In regard to job analysis, a possible explanation for the findings of this study may be that the duties and human requirements for these jobs are suitable for the selected employees, which, in turn, increases their attachment to these jobs. Job involvement was found to be positively related to selection. A possible explanation for this result is that the organizations succeeded in recruiting and selecting suitable employees; these employees, on the other hand, found that these jobs matched their preferences and interests. Thus, they felt that the jobs were one the most important aspects of their life.

The results indicated that training had a positive effect on job involvement. One explanation to this finding is that the organizations provided employees with the basic skills and knowledge they needed to perform their jobs to the required standard. The training programs conducted at the workplace that enhanced their performance, which may have resulted in an increase in job tenure. Compensation was found to increase employees' involvement in their job. This may be explained by the existence in the researched organizations of a fair and flexible compensation system for their employees. These compensations included direct payments such as salaries and wages and indirect payments such as health insurance.

Performance appraisal and career management were found to positively affect job involvement. A possible explanation for this finding is that an employee's performance is evaluated on the basis of clear and accurate standards, related to actual performance. The information provided by this evaluation is subsequently used in the career management practice of the organization. It appears that organizations use this information to develop and

review career plans in the light of employee weakness and strength. This explanation may make employees more involved in their jobs, which then become an important part of their life.

The results of this study have both practical and theoretical importance. The results provide further evidence that human resource practices influence employees' attitudes and behaviours in business organizations in Jordan. They suggest that business organizations which aim to improve and maintain job involvement should consider the role of human resource practices. Organizational manager, particularly managers of Human Resource Departments, should use clear criteria when analysing tasks and depend on accurate information when developing job descriptions. They should select and recruit the required staff on the basis of tests and unambiguous standards. Managers should also provide employees with financial rewards and benefits that are equivalent to their efforts. Managers who endeavour to increase employees' involvement in jobs should offer them accurate and trustworthy information about their career path and the opportunities available in that organization. These managers should also appraise the performance of employees fairly on the basis of the job description and clear standards, and provide them with both the required training programs to enhance their performance, and opportunities for promotion, in order to gain a better position in the organization.

Theoretically, the findings of the current study contribute to the knowledge of Human Resource Management and its relationship with individual outcomes in business organizations in a developing country, namely Jordan. These results should be an asset in developing human resource practices that enhance an organization's performance and productivity, through increasing positive attitudes and behaviours of employees. Future studies, specifically in Jordan or other Arab countries, should examine other individual reactions to human resource practices such as organizational citizenship behavior, performance, and organizational commitment. Additionally, future research should consider variables that may mediate the relationship between human resource practices and their outcomes, such as demographic variables and perceptions of organizational justice. Finally, future studies should also focus upon whether the results of this study can be extrapolated across public sector organizations.

REFERENCES

- AbdulAziz, S. & Ahmad, Sh. (2011). Stimulating Training Motivation Using the Right Training Characteristic. *Industrial and Commercial Training*, 43(1), 53-61.
- Arthur, B. (1994). Effects of Human Resource Systems on Manufacturing Performance and Turnover. *Academy of Management Journal*, 37, 670-687.

- Bae, J. & Lawler, J. (2000). Organizational and HRM Strategies in Korea: Impact on Firm Performance in an Emerging Economy. *Academy of Management Journal*, 43, 502-17.
- Baptiste, N. (2008). Tightening the Link between Employee Wellbeing at Work and Performance: A New Dimension for HRM. *Management Decision*, 46(2), 284-309.
- Bjorkman, I. & Xiucheng, F. (2002). Human Resource Management and the Performance of Western Firms in China. *International Journal of Human Resource Management*, 13(6), 853-64.
- Boselie, P. & Van Der Wiele, A.T. (2002). Employee Perceptions of HRM and TQM and the Effects on Satisfaction and Intention to Leave. *Managing Service Quality*, 12(3), 165-72.
- Boselie, P., Paauwe, J. & Jansen, P.W. (2001). Human Resource Management and Performance: Lessons from the Netherlands. *The International Journal of Human Resource Management*, 7(12), 1107-25.
- Boon, O., Arumugam, V., Safa, M. & Baker, N. (2007). HRM and TQM: Association with Job Involvement. *Personnel Review*, 36(6), 939-962.
- Cardon, S. & Stevens, C.E. (2004). Managing Human Resources in Small Organizations: What do We Know?. *Human Resource Management Review*, 14, 295-323.
- Chang, S., Gong, Y. & Shum, C. (2011). Promoting Innovation in Hospitality Companies through Human Resource Management Practices. *International Journal of Hospitality Management*, 30, 812-818.
- Collins, J. & Smith, K.G. (2006). Knowledge Exchange and Combination: Role of Human Resource Practices in the Performance of High-technology Firms. *Academy of Management Journal*, 49(3), 544-60.
- Dessler, G. (2011). *Human Resource Management*. Twelfth Edition, Boston: Pearson.
- Edgar, F. & Geare, A. (2005). HRM Practice and Employee Attitudes: Different Measures – Different Results. *Personnel Review*, 34(5), 534-49.
- Elias, S. & Mittal, R. (2011). The Importance of Supervisor Support for a Change Initiative: An Analysis of Job Satisfaction and Involvement. *International Journal of Organizational Analysis*, 19(4), 305-316.
- Faten, Z., Al-Husan, B. & James, Ph. (2009). Transferring Western HRM Practices to Developing Countries: The Case of a Privatized Utility in Jordan. *Personnel Review*, 38(2), 104-123.
- Griffin, M., Hogan, N., Lambert, E., Tucker-Gail, K. & Baker, D. (2010). Job Involvement, Job Stress, Job Satisfaction, and Organizational Commitment and the Burnout of Correctional Staff. *Criminal Justice and Behavior*, 37(2), 239-255.
- Hair, J., Babin, B., Money, A. & Samouel, P. (2003). *Essential of Business Research Methods*. Wiley.
- Herriot P., Gibbons P., Pemberton C. & Jackson P. (1994). An Empirical Model of Managerial Careers in Organizations. *British Journal of Management*, 5, 113-121.
- Huselid, M.A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38, 635-672.
- Kanungo, R. (1982). Measurement of Job and Work Involvement. *Journal of Applied Psychology*, 67, 341-349.
- Katou, A. & Budhwar, P. (2010). Causal Relationship between HRM Policies and Organisational Performance: Evidence from the Greek Manufacturing Sector. *European Management Journal*, 28, 25-39.
- Kim, S. & Lee, J. (2011). A Study on the Development of Korean Academic Libraries' Duty Model Based on the Job Analysis. *Aslib Proceedings: New Information Perspectives*, 63(1), 76-100.
- Koch, M. & McGrath, R.G. (1996). Improving Labor Productivity: Human Resource Management Policies do Matter. *Strategic Management Journal*, 17, 335-54.
- Kurucu, A., Cetin, E. & Irmak, S. (2009). Path Analysis of Organizational Commitment, Job Involvement and Job Satisfaction in Turkish Hospitality Industry. *Tourism Review*, 64(1), 4-16.
- Kwiatkowski, R. (2003). Trends in Organisations and Selection: an Introduction. *Journal of Managerial Psychology*, 18(5), 382-394.
- Latham, V. & Leddy, P. (1987). Sources of Recruitment and Employee Attitudes: An Analysis of Job Involvement, Organizational Commitment, and Job Satisfaction. *Journal of Business and Psychology*, 1(3), 230-235.
- Li, H. & Qian, Y. (2011). Outside CEO Directors on Compensation Committees: Whose Side are They on?. *Review of Accounting and Finance*, 10(2), 110-133.
- Maud, L. (2001). *An Introduction to Human Resource Management: Theory and Practice*. New York: Palgrave Macmillan.
- McDaniel, J. (2004). Human Resource Management: A System Based-Approach. *Optometry*, 75(6), 393-397.
- Moideenkutty, U., Al-Lamki, A. & Murthy, Y. (2011). HRM Practices and Organizational Performance in Oman. *Personnel Review*, 40(2), 239-251.
- Palaologos, A., Papazekos, P. & Panayotopoulou, L. (2011). Organizational Justice and Employee Satisfaction in Performance Appraisal. *Journal of European Industrial Training*, 35(8), 826-840.
- Pazy, A. (1988). Joint Responsibility: The Relationships between Organizational and Individual Career Management and the Effectiveness of Careers. *Group and Organization Studies*, 13, 113-121.
- Rotenberry, P. & Moberg, Ph. (2007). Assessing the Impact of Job Involvement on Performance. *Management Research News*, 30(3), 203-215.
- Schuster, F. (1986). *The Schuster Report*. New York: John Wiley & Sons.
- Shanishi, L., Chow, I. & Gang, Ch. (2007). In Search of the Best Human Resource Practices in Chain Stores in China. *Front. Bus. Res. China*, 1(1), 155-166.
- Snell, S.A. & Dean, J.A. Jr (1992). Integrated Manufacturing and Human Resource Management: A Human Capital

- Perspective. *Academy of Management Journal*, 35, 467-504.
- Teh, P. & Sun, H. (2012). Knowledge Sharing, Job Attitudes and Organisational Citizenship Behavior. *Industrial Management & Data Systems*, 112(1), 64-82.
- Thach, L. & Kidwell, R. (2009). HR Practices in US and Australian Family Wineries: Cultural Contrasts and Performance Impact. *Int Entrep Manag J.*, 5, 219–240.
- Torrington, D. & Hall, L. (1998). *Human Resource Management*, Fourth Edition. London: Prentice Hall Europe.
- Vlachos, L. (2009). High-Performance Workplace Practices for Greek Companies. *EuroMed Journal of Business*, 4(1), 21-39.
- Wendong, L., Kan, Sh., Dan, H., Jinying, Z., Jianchun, L. & Jianping, X. (2008). Effects of Job Satisfaction, Affective Commitment and Job Involvement on Job Skill Ratings. *Front. Bus. Res. China*, 2(1), 137–154.
- Wenxia, Z. & Bo, L. (2008). Study on the Relationship between Organizational Career Management and Job Involvement. *Front. Bus. Res. China*, 2(1), 116–136.
- Yeo, R. & Li, J. (2011). A Career Development Perspective with Insights for Human Resource Management. *Human Resource Management International Digest*, 19(3), 39-45.